

Facilitator CHiPs

Constructive, Helpful, and Informative Practices

Prepared by the ORO Facilitator Program to help enhance individual and organizational excellence

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Facilitation Services Available:

- ♦ Process Improvement
- ♦ Team Building
- ♦ Change Management
- ♦ Strategic Planning
- ♦ Customer Focus and Assessment
- ♦ Baldrige Quality Award Criteria for Performance Excellence
- ♦ Valuing Differences
- ♦ Problem Solving, Decision Making, and Consensus Building Tools
- ♦ 360° Feedback Instruments
- ♦ Problem Identification and Clarity
- ♦ Reengineering
- ♦ Integrated Organizational Renewal
- ♦ Facilitator Skills Training for Supervisors

For more information about facilitator services or to suggest a CHIP topic, e-mail or call:

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Baldrige Basics: Human Resource Focus

Human Resource Focus addresses how employees are enabled to develop and utilize their full potential, aligned with organizational objectives. It also addresses efforts to build and maintain a work environment and employee support climate to encourage performance excellence, full participation, and personal and organizational growth. It contains three parts: Work Systems; Employee Education, Training and Development; and Employee Well-Being and Satisfaction.

Work Systems includes work and job design, compensation, career progression, employee feedback and recognition mechanisms, communications across work units and functions, new employee recruitment, and related work force practices used to achieve high performance operations.

Employee Education, Training and Development includes balancing short- and long-term needs; keeping current with changing business and individual needs; seeking employee and supervisor input to training expectations and design; providing training in diversity, management/leadership development, new employee orientation, safety, performance measurement, process improvement, quality assurance, and benchmarking; and reinforcing knowledge and skills on the job. It describes how the organization uses education, training, and development to support the achievement of business objectives; to build employee knowledge, skills, and capabilities; and to contribute to improved employee performance. The Leadership 21 Program, Technical Qualification Program, Facilitator Program, Fellowship Program, Aspiring Leader Program, New Leader Program, Executive Potential Program, and Executive Leadership Program all fit under this category.

Employee Well-Being and Satisfaction includes workplace health, safety, and ergonomic factors; employee support services, benefits, and policies; key factors affecting employee well-being, satisfaction, and motivation; assessment methods and measures of employee well-being, satisfaction, and motivation; and adaptations to meet the needs of a diverse workforce and different categories or types of employees. The ongoing initiative to solicit employee suggestions for improving the quality of work life fits under this category.

In our next issue: [How To Survive Conflict](#)